

**ORANGE COUNTY
PROBATION DEPARTMENT**



**BUSINESS PLAN
2001**

**STEPHANIE LEWIS
CHIEF PROBATION OFFICER**

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PROBATION DEPARTMENT**

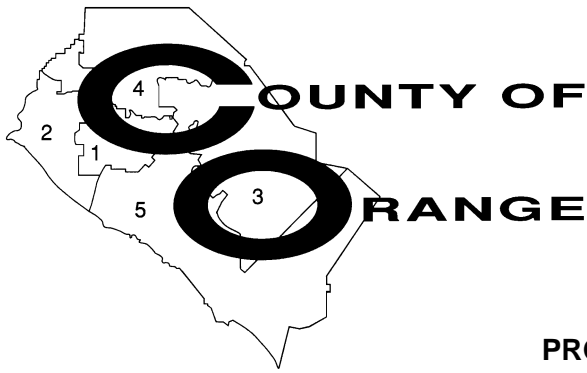


BUSINESS PLAN 2001

MISSION STATEMENT

*Probation protects the community by
conducting investigations for the court,
enforcing court orders, assisting victims, and
facilitating the resocialization of offenders.*

**STEPHANIE LEWIS
CHIEF PROBATION OFFICER**



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PROBATION DEPARTMENT

March 2001

To our readers:

It is my distinct pleasure to serve as Orange County's Chief Probation Officer this year, overseeing a workforce of 1,500 full- and part-time staff. I very much appreciate the dedicated men and women of the Orange County Probation Department and their efforts to strengthen our agency's commitment to making Orange County a safer place to live and work.

On a daily basis, Probation staff members supervise adult and juvenile offenders, support the courts by preparing criminal investigations and enforcing court orders, and aid victims by collecting restitution. Our staff also operate five juvenile correctional institutions, the Juvenile Court Work Program, and a variety of day treatment programs for juvenile offenders, all of which feature a wide array of treatment services. Likewise, I appreciate our partners in these ventures, which include more than 500 volunteers, our many government and community-based collaborative partners, and our nonprofit support group, the Probation Community Action Association.

The year 2001 promises to be both exciting and challenging. Through the Schiff-Cardenas Crime Prevention Act (AB 1913), the Probation Department is embarking on 11 juvenile justice projects ranging from crime prevention to incarceration and aftercare. The \$10 million we are administering through AB 1913 offers tremendous opportunities, the likes of which we have not seen in many years.

On the other hand, the passage of Proposition 36 last November presents new obligations that are just beginning to take shape. This legislation, that will be effective July 1, requires that select adult drug offenders receive probation-monitored drug treatment in lieu of incarceration. We could see another 4,500 drug offenders added to probation supervision caseloads annually.

In connection with both AB 1913 and Proposition 36, we will be recruiting and training qualified staff and must be prepared to initiate and monitor the new and expanded programs.

Probation's annual Business Plan provides a window into the operation of our agency and a look at the challenges we face. It outlines the strategies we have developed to meet community safety goals. It also features outcome measures to determine our level of success. I encourage you to read our plan and to consult our website for more information at www.oc.ca.gov/probation.

Sincerely,

Stephanie Lewis

Chief Probation Officer

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I. EXECUTIVE SUMMARY

Established in 1909, the Orange County Probation Department is a criminal justice agency that provides community protection to the residents of Orange County primarily by assisting the county's criminal courts. The department's mission statement reads:

Probation protects the community by conducting investigations for the court, enforcing court orders, assisting victims, and facilitating the resocialization of offenders.

To accomplish its mission statement, the Probation Department has a \$100.8 million budget and employs a work force of 1,520 full-time, part-time, and extra-help employees. The department's 327 deputy probation officers supervise about 21,000 adult and juvenile offenders at any given time, and produce hundreds of reports per month in support of the criminal courts in the county. In addition, the Probation Department operates Orange County Juvenile Hall and four other juvenile correctional institutions throughout Orange County, which collectively house about 800 youths daily.

The department oversees the Juvenile Court Work Program for teenage offenders who in essence work off their debt to society and has initiated two day-school programs that serve as alternatives to juvenile incarceration. Probation works in concert with the Orange County Health Care Agency, Orange County Department of Education, and a host of other collaborative agencies to operate five Youth and Family Resource Centers countywide to support intervention programs for high-risk teenagers fitting a profile of repeat offenders.

Probation's ability to accomplish its mission and goals is sharply enhanced through leadership that embraces the principles of Enlightened Leadership and the County's Performance Incentive Program. These principles strengthen the partnerships between managers and employees to optimize service to Probation's varied clientele.

The Probation Department undertakes a number of primary activities to accomplish its mission of protecting the community. These include:

- Preparing investigative reports and other documents for the criminal courts that aid judges in issuing court orders
- Monitoring an offender's compliance with court orders, then notifying the court of probation violations and making recommendations in those cases
- Operating juvenile correctional institutions where juvenile offenders are detained pending court hearings, receive care and treatment, and serve court-ordered commitments for their crimes

- Assisting crime victims by presenting their needs and interests to the court, arranging for support services, and collecting restitution from criminals
- Aiding in the rehabilitation of offenders by helping them to develop skills, knowledge, and attitudes that will assist them in living crime free

The Probation Department analyzes its long-term needs and shapes long-term goals through Strategic Planning. Its top managers are meeting for two days early in 2001 to analyze crime trends and demographics, and to formulate strategic directions to guide the agency over the next five years.

In the shorter term, the Probation Department has adopted five strategic goals to pursue in 2001. The five goals are listed below with a brief status report on the department's efforts to accomplish those goals:

A. OBTAIN ADEQUATE STAFFING AND RESOURCES TO ADDRESS THE PROJECTED SERVICE DELIVERY WORKLOAD

In fiscal year 2000-01, the Orange County Board of Supervisors supported a \$7.4 million increase in general fund revenue for the Probation Department. These funds were primarily required to provide cost-of-living adjustments for Probation employees, to fund continued specialized services for unincorporated "county islands," to fund a 32-bed expansion of the Los Pinos Conservation Camp, and to establish a specialized unit of deputy probation officers to supervise domestic violence cases.

In addition, the state Legislature made a major commitment in August 2000 toward promoting proven juvenile justice programs by enacting AB 1913. The Probation Department worked with the Orange County Juvenile Justice Coordinating Council, the county Board of Supervisors, and state Board of Corrections on a program strategy to use \$9.9 million effectively to reduce juvenile crime and service youth in Orange County. This new funding source will more than make up for the anticipated loss from the expiration of the "Challenge I" grant program for high-risk juvenile offenders in 2001.

The adoption of Proposition 36 by state voters in November 2000 poses a new challenge to every probation department statewide, as nonviolent adult drug offenders are directed into treatment programs in lieu of incarceration. Orange County faces the prospect of adding literally thousands of drug abuse cases to its supervision workload when the law takes effect in July 2001 and monitoring additional drug abuse treatment programs for the probationers to attend.

The County of Orange has been conducting job reclassification studies involving many information technology and clerical positions. The Probation Department will coordinate with the County Executive Office to identify strategies to absorb any salary increases that stem from those studies.

B. MAINTAIN JUVENILE INSTITUTIONS AT THEIR RATED CAPACITIES AND SECURE ADDITIONAL RESOURCES TO MEET PROJECTED BED DEMAND

The Probation Department continues to use the options provided by Juvenile Court to manage the Juvenile Hall population. Yet, overcrowding remains a struggle for the agency. In the year 2000, Juvenile Hall was at or above its state-rated capacity of 434 beds 75% of the time, compared to 36% of the time in 1999.

The department is facing an anticipated need for 543 additional juvenile institutional beds by the year 2005, due to the overall expected growth in the county, particularly among teenagers. The demand for additional bed space at Probation-run juvenile camps is already acute. In March 2000, more than 50 18-year-old Juvenile Court wards were returned to Juvenile Hall from the Orange County Jail to complete their Juvenile Court commitments following a state appellate court ruling in Monterey (*People v. Jose H.*). The January 2000 ruling requires all 18-year olds to serve juvenile commitments in juvenile facilities rather than jails, which further strains Probation's institutional bed space. In February 2001, nearly 150 youth were at Juvenile Hall awaiting openings at the three camps. In 2001, the Probation Department plans to continue construction of the 90-bed Rancho Potrero Leadership Academy for teenage boys and girls (projected to open in December 2003) and will work diligently to retain use and expand the 125-bed Los Pinos Conservation Camp. The camp's Special Use Permit with the U.S. Forest Service expires December 31, 2001.

The Probation Department is submitting an application in 2001 for \$24.4 million in state construction funding to rehabilitate and expand its juvenile institutions. Those monies could provide a means to undertake long-overdue maintenance projects at the 1959-vintage Juvenile Hall and the 30-year-old Youth Guidance Center.

C. EXPAND THE CONTINUUM OF BALANCED-APPROACH SERVICES FOR JUVENILE AND ADULT PROBATIONERS

The Orange County Probation Department seeks to balance strict enforcement of the court's conditions of probation by assisting the probationer to live crime-free. Hence, while there are times when a probation officer will arrest an offender for a probation violation, at other times a probation officer works with the offender to overcome drug addiction, secure a job, or advance his or her education, among other things.

Below are some of the supervision strategies and new programs that the department has been developing and plans to continue to develop in the years 2000 and 2001 to assist probationers:

- Establish separate adult supervision units for domestic violence cases, mentally ill offenders, and sex offenders

- Provide emancipation services and an emergency youth shelter for troubled teenagers estranged from their families
- Expand juvenile sex offender programs for youth in custody and community supervision
- Work to establish a community site for a work furlough program for low-risk jail inmates
- Establish a sixth Youth and Family Resource Center for high-risk juvenile offenders fitting the “8%” repeat offender profile
- Establish a Youth and Family Employment Resource Center as a job training center for probationers on the former U.S. Marine Corps Air Station in Tustin
- Expand drug treatment alternatives for nonviolent drug offenders as mandated under Proposition 36
- Provide staff support for nine adult drug courts and one juvenile drug court in cooperation with Superior Court, the Health Care Agency, Public Defender, and District Attorney
- Pursue the development of a four-county regional institution for severely emotionally disturbed minors, a population very difficult to serve and disruptive in the standard Juvenile Hall environment

D. EVALUATE WAYS TO IMPROVE ADULT AND JUVENILE VICTIM-RELATED SERVICES

In the spring of 2000, the department contracted with consultant Sharon English to assist the Probation Department in improving services to victims. Ms. English formerly served as the deputy director in charge of victim services for the California Youth Authority. Probation’s role in this area has primarily been to collect restitution from the perpetrators of crimes (nearly \$3 million annually) and arrange for victim statements to be made to the court to assist in sentencing. Two years ago, the department added “assisting victims” to its mission statement.

A Victim Services Strategic Planning Group was formed within the agency. Working with Ms. English, the group produced a report in the summer of 2000 with recommendations and action plans. Currently, the department is surveying crime victims to learn how effective Probation services are for victims and how better to provide assistance to this important and often overlooked constituency.

E. EXPAND THE USE OF TECHNOLOGY TO ENHANCE THE EFFECTIVENESS OF OPERATIONS

With so many important, yet complex and multi-year projects facing Probation's Data Systems Division, the department plans to hire an outside firm to develop a formal process to assist the agency in setting priorities to ensure that resources are available for major investments in information technology. A number of automation and other technological advances are underway that are helping the Probation Department improve the way it conducts its business. Among them:

- Developing **Institutions Management System** software, due to go on-line in the first of two phases in the spring of 2001, which will link Probation's juvenile institutions with one easy-to-use integrated tracking system and improve our ability to quickly locate juvenile offenders in custody
- Researching the feasibility of replacing manual field books for officers to track their probationers with **automated field books** using laptop computers or a digital palm device
- Working with the County Executive Office on the **Human Resources Document Imaging** Project, which will reduce paper storage of documents and ease retrieval
- Continuing to implement **Digital Voice Dictation** technology to assist in producing the hundreds of reports required monthly for case supervision and making sentencing recommendations to the courts
- Enhancing the department's ability to produce **statistical data** required by the California Department of Justice and work with other city and county law enforcement agencies on **sharing data**
- Continuing to work with our justice system partners to develop **the 800 megahertz radio system**
- Developing a **disaster recovery plan**, to protect our databases containing files of hundreds of thousands of probationers stored on an IBM AS/400 mid-range computer
- Developing a **Probation "Intranet"** portal for department PCs, providing a standard means for launching business-related software, easy access to telephone directories and policy manuals, and a simple means of posting departmentwide notices
- Identify funding to allow automation of the intake process for **new adult probation cases** to replace a manual, time-consuming and paper-intensive process with an integrated system beginning in regional courthouses and featuring on-line photos, investigative tools, and case tracking.

II. CLIENTELE

The Orange County Probation Department provides direct support to the criminal courts in Orange County. The department is also responsible for the services it provides and accountable for the funds it uses to the Orange County Board of Supervisors. Hence, the courts and Board of Supervisors are primary clients. In a sense, the 21,000 adult and juvenile offenders under Probation supervision serve as a clientele, as officers hold them accountable and aid them in living crime-free and productive lives. In the larger picture, it is the community as a whole, Orange County's 2.8 million people, who benefit from the community protection services and victim assistance provided by the department.

THE COMMUNITY

The Probation Department provides community protection by supervising adult and juvenile probationers residing in Orange County. Probation staff work to ensure that probationers follow the orders of the court to promote a safe and crime-free community. Violators can be arrested for disobeying the terms and conditions of probation imposed on them by the court. They are also arrested for new violations of the law.

Collection officers retrieve restitution for crime victims, child support typically for mothers raising children on their own, and an assortment of fines, penalties, and fees which offset costs to provide criminal justice services. Probation officers contact crime victims for input to share with the courts.

As the Sheriff's Department runs the jail system for adult offenders awaiting trial or serving local sentences, the Probation Department serves the community by operating five juvenile correctional institutions. These institutions are around-the-clock, 365-day-a-year operations. They have a combined rated capacity of 788 beds and house juveniles serving court-ordered commitments or awaiting hearings in Juvenile Court.

THE BOARD OF SUPERVISORS

Working with the County Executive Officer, the Probation Department follows the administrative and fiscal policies established by the Orange County Board of Supervisors. The Board of Supervisors establishes the department's annual budget, thereby setting boundaries and directing how Probation spends its funds to accomplish its mission and goals. In addition, the Board approves the major contracts that the Probation Department makes with outside firms for a wide variety of services used by probationers.

The Board of Supervisors and Superior Court in Orange County share responsibility for appointing the Chief Probation Officer. Hence, the Probation Department has both a fiduciary and management responsibility to the Board of Supervisors.

THE COURTS

The Orange County Probation Department provides support to the criminal courts by conducting criminal offender investigations, enforcing court orders, supervising probationers, and housing juvenile offenders awaiting court hearings or serving court commitments in local institutions. Orange County's 108 Superior Court judges and 34 commissioners are also an important constituency for the Probation Department.

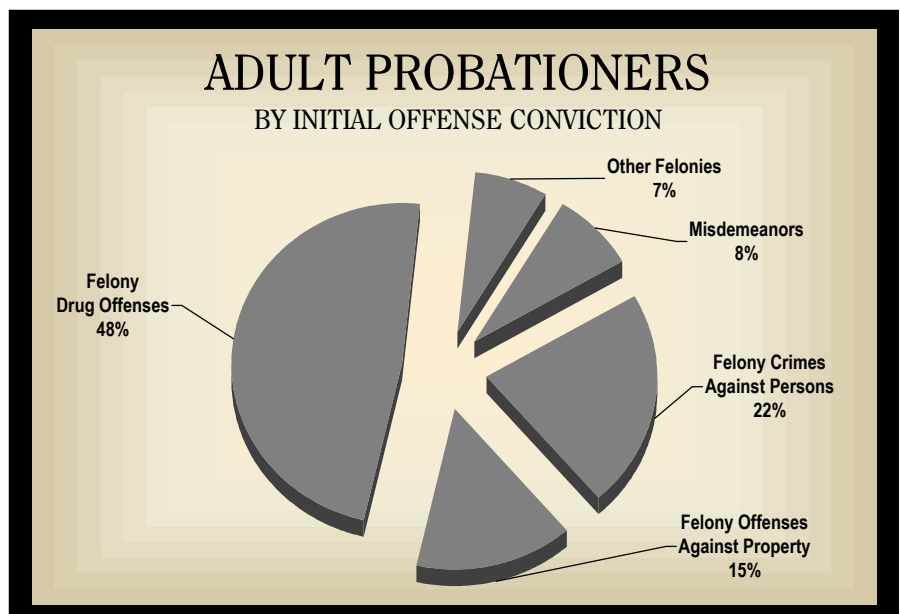
To assist judges in sentencing decisions, probation officers assigned to investigation functions conduct approximately 400 investigations per month for the adult and juvenile courts. Annually, Deputy Probation Officers supervise an average of 13,500 adult and 7,500 juvenile offenders as directed by the courts. An average of 350 progress reviews per month are prepared by field and institutional officers to update the courts on the status of probationers being supervised.

ADULT AND JUVENILE PROBATIONERS

In 2001, the Probation Department can expect some changes in its clientele of probationers. Because of Proposition 36, Probation anticipates an increase of up to 4,500 nonviolent drug abuse cases to supervise when the law takes effect in July 2001. The law will also require additional efforts to monitor drug treatment programs and require additional interaction with the courts on these cases.

The extent of domestic violence cases has become more apparent as the department has established special supervision caseloads for them and begun monitoring all batterers treatment programs used by the courts. The Probation Department supervises about 550 of the most serious of the county's domestic violence offenders. But over and above those are nearly 10 times as many cases that are handled in what is called "informal" supervision. In those cases, the court sentences an offender and requires attendance in a yearlong batterers' treatment program, but no probation officer is assigned to the case.

Regarding youthful offenders, an upsurge in teenage crime is expected to begin as youth in the county's overcrowded grade schools transition into junior high and senior high schools. Last year, the state Department of Finance predicted an 11.7% growth in the county's population in this new decade, up to 3.2 million. However, the juvenile population is projected to grow at a much faster rate than the rest

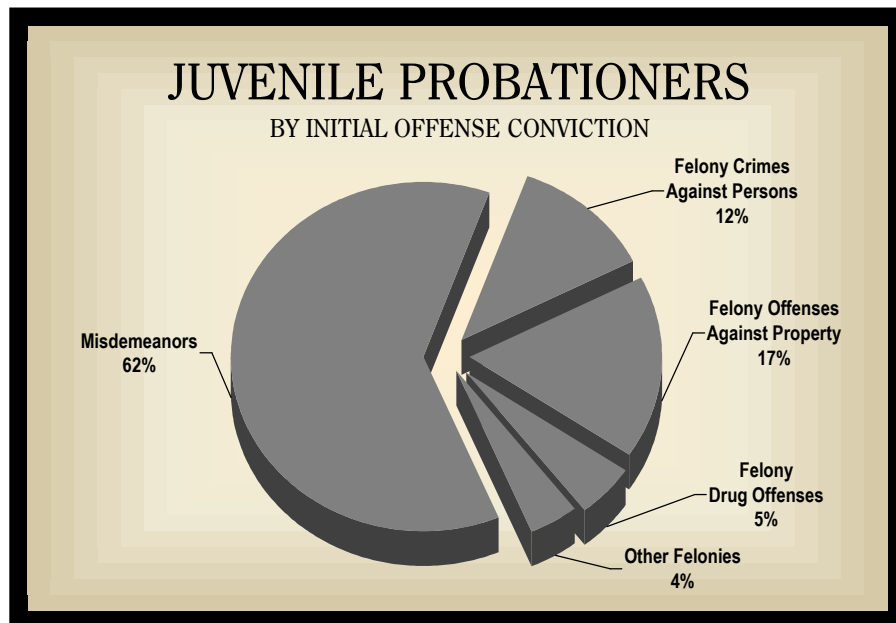


of the population, growing an anticipated 28% in the next five years. Even with no change in the rate of juvenile crime, the sheer increase in numbers will translate into higher juvenile crime, more juveniles on probation, and a higher demand for bed space in Probation-run juvenile institutions.

Fortunately, the number of juvenile arrests in the county has leveled off in recent years and the seriousness of the offenses has dropped. Total juvenile arrests for felonies and misdemeanors in Orange County numbered 15,251 in 1999, after hitting a high of 16,221 in 1996. In 1989, 35% of juvenile arrests in the county were for felony charges. That number dropped to 26% in 1999. Violent crimes by juveniles, hitting 828 in 1999, are up by 29% from 10 years before, but have been declining steadily since the 1995 peak of 1,042.

On the other hand, the number of drug- and alcohol-related crimes among teenage youth is on the rise in Orange County. In 1993, when these crimes were at a low-point, the department received 1,243 “referrals” for felony and misdemeanor drug- and alcohol-related crimes, such as use, possession, and sale of narcotics. (Referrals are cases brought to Probation by police agencies for prosecution in Juvenile Court.) That represented 11% of the total number of referrals that year. In 1998, drug and alcohol crimes increased to 1,971 referrals, 16% of the total referrals to the Probation Department that year.

Also, while the number of teenage girls referred to Probation remains fairly steady, the number of those cases involving felony violent crimes is on the rise – from 38 in 1989 to 127 in 1998. Hence, there has been a corresponding increase of young women serving commitments in Probation’s juvenile institutions. Under AB 1913, to be discussed later, new programming has been proposed to address drug and alcohol use by Probation minors and new programming proposed for young women.



Gang affiliation among juveniles continues to be a concern and linked with repeat crime. Gang-involved youth are more likely than other juveniles to commit new crimes while under probation supervision than other youth, particularly if the youth was under 16 and classified as “high risk” when first declared a ward of the Juvenile Court.

A probationer profile (Appendix 4) and year-end data reveal the following key points about the adult and juvenile probation population:

- 91% of adults and 38% of juveniles are initially placed on probation for a felony offense.
- Drug-related offenses (sales, possession, and illegal use) make up the largest single category of crimes committed by adult probationers (48%).
- Although females represent only 21% of the adult probation population and 15% of the juvenile probation population, this proportion has shown a modest increase in the past five years.
- 85% of the juveniles placed on probation are males; two-thirds are from minority groups.
- 81% of adult probationers and 66% of juvenile probationers have histories of drug and/or alcohol abuse.
- Deputy Probation Officers arrested 3,180 adult and juvenile probationers in the year 2000 for violating the law or the terms and conditions of their court-ordered probation.
- Probation officers seized 191 firearms, 589 other weapons, and nearly 15,000 grams in controlled substances from probationers in the year 2000.
- In 2000, a total of 2,711 juvenile offenders were committed to Probation-run juvenile institutions. Two-thirds of those commitments were for 60 days or more.

III. SERVICE ENVIRONMENT

OVERVIEW

For 90 years, the Orange County Probation Department has provided ongoing support to the County's criminal courts. As outlined in the department's mission statement, "The Probation Department protects the community by conducting investigations for the courts, enforcing court orders, assisting victims, and facilitating the re-socialization of adult and juvenile offenders." Overall, Deputy Probation Officers supervise 13,500 adult offenders and 7,500 juvenile offenders.

The department maintains a dedicated, highly trained staff of 1,520 —1,305 full-time, 38 part-time, and 177 extra-help employees. In the last fiscal year, Probation staff members received 71,500 hours of instruction in more than 400 professional classes and other training opportunities coordinated by Probation's Human Resources and Training Division. Probation activities are also supported by about 500 Volunteers in Probation (VIPs), 29 Volunteer Probation Officers (VPOs), 40 college interns, and the Probation Community Action Association (PCAA). The nearly 100-member PCAA undertakes projects that lie outside the department's authority or capability, such as providing financial aid directly to a needy probation family. An example would be to pay hundreds of dollars for laser surgery to remove tattoos that link probationers to gangs or otherwise preclude them from getting jobs.

Probation's **administrative offices** are located at 909 N. Main Street in Santa Ana. The department is operated and managed in three key service areas — Institutional Services, Field Services, and Special Services. Each service area consists of five operational divisions, as shown in the chart below.

| INSTITUTIONAL SERVICES | FIELD SERVICES | SPECIAL SERVICES |
|--|--|---|
| <ul style="list-style-type: none"> Juvenile Hall – Divisions II, IV & VI (includes the Juvenile Hall Annex and Santa Ana Jail beds for juveniles) Juvenile Hall – Divisions I, III and V (includes the Juvenile Court Work Program and Alternative Confinement Program) Los Pinos Conservation Camp Joplin Youth Center Youth Guidance Center | <ul style="list-style-type: none"> Adult Supervision Juvenile Supervision Adult Court Services Juvenile Court Services Community Programs | <ul style="list-style-type: none"> Administrative and Fiscal Program Support & Research Data Systems Special Operations and Supervision Human Resources & Training |

The department's current organizational chart is included as Appendix #1 along with a caseflow diagram (Appendix #4) to assist the reader in better understanding Probation's role in the criminal justice system.

The department operates five **juvenile institutions** — the Los Pinos Conservation Camp in the Cleveland National Forest, the Joplin Youth Center near Trabuco Canyon, the Youth Guidance Center in Santa Ana, Juvenile Hall in Orange, and the Juvenile Hall Annex in Santa Ana. Juvenile offenders meeting certain criteria are also housed in a module of the Santa Ana City Jail and in the juvenile section of Orange County Jail. Probation also operates the **Juvenile Court Work Program**, in which teenage offenders participate on primarily weekend work crews to work off their debts to society.

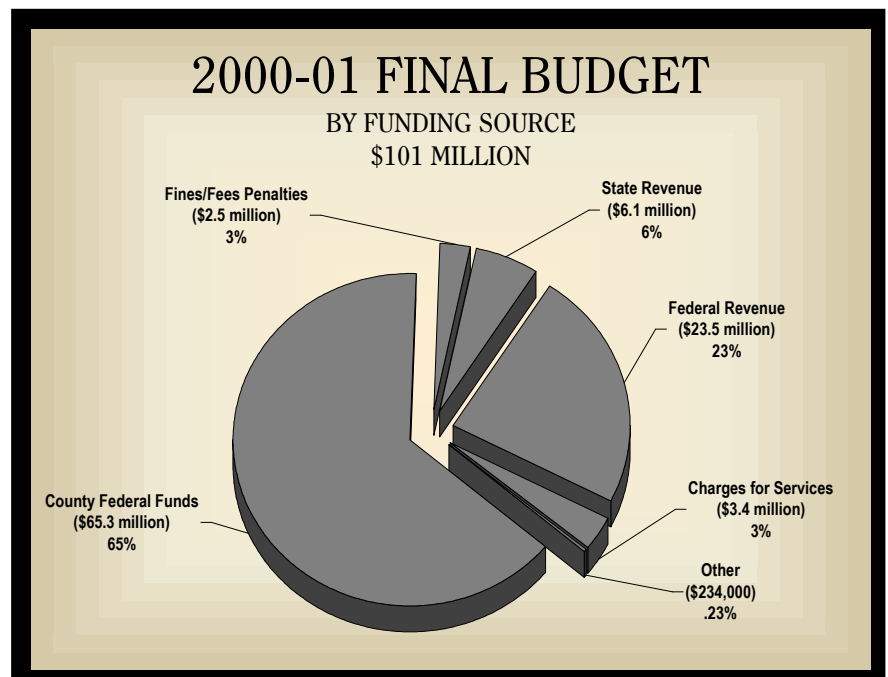
Probation **field services offices** are located throughout Orange County. Major field offices are located in Anaheim, Santa Ana, Westminster, Orange (by Juvenile Hall), and Laguna Niguel.

Located in Garden Grove and Aliso Viejo, the **Accountability Commitment Programs** provide day treatment for minors released early from the County's five juvenile institutions. ACP participants are under house arrest and are required to wear electronic monitoring devices. They adhere to a strictly enforced curfew and attend a full-day program operated by Probation and the Orange County Department of Education. The program consists of a half-day of school and afternoon programming, which includes employment training, community service projects, and recreation.

Five **Youth and Family Resource Centers** provide comprehensive, multi-disciplinary, early intervention services for first-time wards at high risk for chronic re-offending and youth transitioning back to the community from an institutional setting. These collaborative programs, which resulted from Probation's "8%" studies on juvenile recidivism, seek to engage the entire family in the intervention process. The YFRCs are located in Santa Ana, Aliso Viejo, Westminster, and two sites in Anaheim.

Maintaining close links to Probation's criminal justice partners is important. Probation officers called **Resident Probation Officers (RPOs)** and clerical staff are stationed at all County courts. **Gang Violence Suppression** officers work closely with police departments, and many have offices in city police stations and Orange County Sheriff substations.

Sixty-five percent of the Probation Department budget comes from the County general fund. The remaining 35% originates from federal and state sources, city contracts for specialized probation supervision services, and probationer fees for service. (See chart.)



SERVICE ISSUES

Juvenile Justice Programs from AB 1913

In the summer of 2000, the state Legislature sought to promote proven juvenile justice programs by adopting AB 1913. The legislation recognized a need for deterring youth from serious crime and reducing the rate by which youthful offenders grow into adult offenders.

Signed into law by Governor Gray Davis on September 7, AB 1913 provides \$121.3 million statewide for juvenile justice programs, as well as the same amount for primarily adult law enforcement programs. The funds were appropriated for the 2000-01 fiscal year, but can be spent through June 2002.

Based on the per-capita allotment schedule, Orange County will receive very close to \$10 million from AB 1913. The Probation Department plays a pivotal role in administering these funds. The department developed an AB 1913 spending plan that was approved by the local Juvenile Justice Coordinating Council, a local body of juvenile justice professionals who evaluate Orange County's needs in this area and how best to address them.

The Orange County juvenile justice strategy mandated by AB 1913 must address the full spectrum of activities, including prevention programs, crime intervention, suppression, and incarceration. The Probation Department will not necessarily operate all of the programs funded under AB 1913, but will oversee contracting for outside services that stem from the legislation. While the Probation Department hopes that AB 1913 becomes a stable source of revenue, funding must be renewed or it will not be available for future years.

Under AB 1913, the following 11 program plans were approved by the Orange County Juvenile Justice Coordinating Council and Board of Supervisors late in 2000 and approved for funding by the state Board of Corrections in January 2001:

- Adding a sixth Youth & Family Resource Center to serve potential "8%" youths in the Orange, Tustin, Costa Mesa, Irvine, Newport Beach, and Lake Forest areas
- Funding the North "Challenge" Youth and Family Resource Center in Anaheim for 15½ -year-olds and older once the state Challenge I grant expires in 2001
- Continuing a drug abuse prevention and education program called ASERT at the Youth Guidance Center in Santa Ana after federal funding ends in 2001
- Expansion of Juvenile Drug Court
- Providing funding to open a 64-bed section of the Theo Lacy branch jail as a Juvenile Hall Annex strictly for 18-year-olds who committed crimes as juveniles
- Adding a gang prevention program for six unincorporated county "islands"

- Establishing juvenile diversion and crime prevention services in South County municipalities, Stanton, and other areas served by the Orange County Sheriff
- Establishing a truancy response program in conjunction with local School Attendance Review Boards (SARBs) and the District Attorney's Office
- Establishing a "School Mobile Resource Team" composed of Sheriff investigators, Deputy Probation Officers, and District Attorney investigators to combat school crimes, with a particular focus on schools in unincorporated County areas and cities served by Sheriff Department patrols
- Establishing a program for probation youths who abuse drugs and alcohol, to assess their addictions and, as needed, get them placed into successful residential treatment
- Developing specialized programming for incarcerated girls at the Youth Guidance Center in collaboration with four other agencies

Need to Expand Drug Treatment and Supervision (Proposition 36)

On November 7, 2000, the California electorate passed Proposition 36, which requires that non-violent first- and second-time drug offenders be placed on formal probation and sent to drug abuse treatment centers in lieu of incarceration.

Statewide, this new legislation could affect some 36,000 drug abusers annually. A preliminary look at applicable cases filed with the Orange County District Attorney indicates that the Probation Department could be responsible for supervising an additional 4,500 cases and overseeing their drug treatment when the law goes into effect July 1. This would represent a 33% increase in Probation's adult supervision caseload, which now stands at 13,500 offenders.

Proposition 36 provides \$120 million annually to implement the mandates of the law in California's 58 counties. Whether there are enough funds for what an Associated Press news article called "the most ambitious drug treatment program in U.S. history" remains to be seen. Likewise, whether there will be enough funding to hire and train new deputy probation officers for the increased demand also remains an unanswered question. In addition, Proposition 36 provides no funding for drug testing, which is crucial to holding probationers accountable.

Within two weeks of Proposition 36's passage, the Probation Department began meeting with the Orange County Health Care Agency and Probation's partners in the criminal justice system (the Sheriff's Department, Public Defender, the courts, and the District Attorney's Office) to develop a strategy to meet Proposition 36's requirements.

Clearly, Proposition 36 poses an enormous challenge for the Orange County Probation Department and its sister agencies, as well as a major challenge for every probation department in the state.

Specialized Courts and Specialized Supervision

Both Orange County's criminal courts and the Probation Department have been moving toward a greater specialization of cases. This allows the courts and the probation officers involved to gain a better understanding of the nature of certain kinds of cases and offenders, how best to set and enforce conditions of probation, and the best means of preventing further crimes and protecting victims. It also permits the courts and Probation to work better as a team and to develop close working relationships with other partners in reducing crime, such as Health Care Agency counselors and District Attorney investigators.

The Probation Department began specialization in earnest by establishing gang violence suppression units in concert with the local police agencies in the late 1980s, and later joined in TARGET teams to identify and arrest ring leaders and the most serious criminals in participating communities. In the early 1990s, Probation partnered with police and District Attorney investigators to establish search-and-seizure enforcement teams aimed at mid-level drug dealers. Probation has pressed forward with further specialization in the past two years with mentally ill adult offenders, sex offenders, and most recently with domestic violence cases.

Probation officers supervise offenders and otherwise provide support for nine separate adult **drug courts**, a juvenile drug court, and two special courts for **domestic violence** cases.

Orange County Superior Court began a specialization of its own with drug courts starting with a pilot program in 1995. Those courts follow a rehabilitative model in partnership with Probation and the Health Care Agency. They have expanded since 1995 to include the South, North, Central, Harbor, and West Justice Courts. Juvenile Drug Court was established under Judge Robert Hutson in September 1999. The Probation Department assigns officers specifically to these courts to meet their special needs, provide frequent drug testing, and work in concert with partner agencies. Overall, Probation has 12 deputies supervising 500 adult drug court cases and one deputy supervising 35 juvenile cases. Proposition 36, however, could have a major impact on adult drug courts by eliminating the use of jail as a sanction for nonviolent drug offenders.

In the past year, special courtrooms for domestic violence cases were begun in South Justice Court and Central Justice Court. Again, the Probation Department was called upon to provide support to those courts with its existing manpower.

This trend toward caseload specialization in both the courts and probation supervision caseloads is expected to continue to shape Probation Department priorities and strategies in 2001 and beyond.

Juvenile Institutional Population Management

Managing institutional populations to avoid overcrowding while maintaining public safety is an ongoing challenge faced by probation departments throughout California. The Probation Department has taken measures to mitigate overcrowding by adopting a number of population control measures, including:

1. Restricting, in most cases, the booking of minors into Juvenile Hall to felony cases only
2. Refusing, in most cases, to allow probation officers to book minors into Juvenile Hall for technical probation violations, except in gang-related circumstances
3. Creating and expanding alternative incarceration programs, i.e., Juvenile Court Work Program and the Accountability Commitment Program, to divert appropriate minors from custody beds
4. Obtaining Juvenile Court approval to release minors early from their court-ordered commitments when indicated on a case-by-case basis

Two agreements with the City of Santa Ana provide additional needed bed space. The city leases its former city jail to the County for Probation's **Juvenile Hall Annex**, a 40-bed site for serious juvenile offenders, and leases a **module at the Santa Ana City Jail** to house up to 64 of the most serious, violent offenders. Both of these arrangements are temporary and the County needs to prepare for the possible loss of these beds unless long-term arrangements can be made. In addition, the department acquired state funding and the support of Sheriff Michael Carona to convert 64 beds of the Theo Lacy branch jail in Orange to the Lacy Juvenile Annex exclusively for 18-year-olds arrested for crimes committed as juveniles.

Orange County has a sizeable population of at-risk juveniles between ages 10 and 17, which is growing at a rate much faster than that of any other population group. Current **demographic projections** indicate this population will increase by 33% in this decade, most of which will occur in the first half of the decade. Even without an increase in the juvenile crime rate, the sheer larger numbers of teenagers will logically lead to additional juvenile crime in Orange County. Consequently, the demand for juvenile custody beds is expected to continue to grow over the next five years.

Juvenile institutional projections indicate the need for as many as 543 additional beds by the year 2005. This shortfall is caused by a number of factors, including:

1. Continued growth in the overall population of Orange County, with a 12% increase projected by the year 2010
2. A projected increase of 28% in the juvenile population (ages 10 to 17) by the year 2005
3. New case law which requires juveniles serving commitments to be housed in juvenile facilities until age 19
4. Continued growth in the number of gangs and seriousness of gang crimes in Orange County
5. A 29% increase in the absolute number of juvenile arrests for violent crimes over the past decade, despite encouraging reductions in arrest rates over the past two years

The Probation Department has proposed that the County construct a **second Juvenile Hall** with a 390-bed capacity in southern Orange County. The existing Juvenile Hall facility has nearly reached its capacity for operational efficiency and safety. Construction would be completed in five phases with Phase 1 consisting of 150 beds. Although the County CEO and Board of Supervisors have identified this as one of the County's priorities, at this time there is no funding available to construct or operate the project nor a site selected.

In the 1999 Strategic Financial Plan, the Board of Supervisors approved \$2.3 million to design and construct a **60-bed addition to Juvenile Hall** in Orange, plus \$2.4 million per year for operations beginning in FY 2002-03. The Board of Corrections re-allocated \$1 million in state funds for this project. This would be the final addition that could be made upon that site. Because the project has been delayed a year, operational funds will not be needed until FY 2003-04.

A top priority for the department in 2001 will be retaining the 125-bed Los Pinos Conservation Camp in the Cleveland National Forest, as well as continuing construction plans for the 90-bed Rancho Potrero Leadership Academy adjacent to the Joplin Youth Center near Trabuco Canyon. Probation has operated Los Pinos under a Special Use Permit from the U.S. Forest Service since 1970. However, the permit expires at the end of 2001. The Probation Department filed a formal application to have the Special Use Permit extended and has otherwise been working with the Forest Service for more than a year to renew the permit.

The Probation Department is already facing a critical shortage in its bed space at its juvenile camps. As of early February 2001, nearly 150 youths were waiting in Juvenile Hall for space to open at one of three camps. Losing Los Pinos would be a severe blow to the rehabilitative programming offered by the Probation Department and would reduce the options available to the Juvenile Court. The department plans to continue working with the federal government and solicit local support for retaining the Los Pinos Conservation Camp.

To meet the current demand and expected increase posed by larger numbers of teenagers, the Probation Department has moved forward with its plans to open the Rancho Potrero Leadership Academy by December 2003. A draft Environmental Impact Report on the project was completed and distributed in November 2000. The County of Orange will need to address or mitigate certain concerns about the project, including adequate road access to the hilltop location and habitat protection for endangered birds and reptiles.

The Orange County Board of Supervisors rated two of the projects named above among its "top ten" projects for the year 2001: securing the future use of Los Pinos and construction of a South County Juvenile Hall.

The Probation Department is continuing with its efforts to establish a Youth & Family Employment Resource Center as a center for developing job skills at the former U.S. Marine Corps Air Station in Tustin. While Probation has a building earmarked for the project, the federal government has yet to turn over the base for private and local government use.

IV. YEAR 2001 OPERATIONAL PLAN

A. OVERVIEW

Throughout the year, the Probation Department evaluates crime trends, local demographics, legislative activity, the county's fiscal picture, and new revenue opportunities. In addition, the department compiles statistics and analyzes its overall workload, including changes in client referrals and court dispositions, profile characteristics and supervision outcomes. The needs of the courts, other county agencies, the Board of Supervisors, and the public at large are evaluated and prioritized for action.

Armed with this information, the Probation Department undertakes its Strategic Planning, a process the agency has used to develop long-range planning for the past 12 years. In recent years, the department has used Strategic Planning as the foundation for formulating its annual Business Plan.

The department's Strategic Planning team is composed of its Chief Probation Officer, Chief Deputy Probation Officers, Division Directors and Assistant Division Directors. Input is also sought from other department managers and first-line supervisors. For the first time in the fall of 2000, the department began involving its Labor Management Committee in the formulation of its Business Plan.

The Operational Plan outlined in this section represents the heart of Probation's Business Plan for 2001. Included are the **strategic goals** that drive all of the activities the department undertakes. Also included are **key outcome measures**, which help us to track our success in meeting our goal of community protection.

In addition, this section includes the **service plans** that outline how our agency intends in 2001 to undertake new projects or alter current ones in order to better respond to the changing needs of a dynamic society and better achieve our Strategic Goals. Also, the Operational Plan outlines steps to take to reduce county costs over the long term. At the conclusion of this section, the Probation Department summarizes the **challenges** it expects to face in 2001 that must be overcome to achieve goals and produce a safer community for Orange County and its residents.

Monitoring the Business Plan

To monitor its Strategic Planning and the achievement of Business Plan objectives, the Probation Department uses the following means:

- **Adult and Juvenile Systems Task Forces:**

Operational managers for the department's major adult and juvenile functions meet regularly to review project plans for accuracy and feasibility, to ensure intradepartmental cooperation and coordination, to establish appropriate quality control procedures, and to conduct problem-solving efforts.

■ **Strategic Planning Steering Committee:**

This oversight group consists of Top Management, the chairpersons of the Adult and Juvenile Systems Task Forces, and Special Service managers who review implementation plans for community and human resource or data systems requirements and budget, performance measurement, and policy implications, and meet regularly to monitor program progress in relation to approved operational plans.

■ **Quarterly and ad hoc reports** from agency managers, providing ongoing and special status reports on all major projects and assignments.

■ **Weekly status reports** from the Administrative and Fiscal director and Program Support & Research director regarding major project developments requiring Top Management attention.

Sharing Our Vision

The Business Plan, which outlines Strategic Goals for the agency and ways to achieve those goals, is shared with staff and Probation's business partners in the following ways:

1. Each employee receives his or her own copy of the Business Plan.
2. All-staff training is conducted annually to reinforce the department's Mission and Strategic Goals, and to motivate staff to be a partner in the Business Plan.
3. The Chief Probation Officer conducts all-staff meetings at each probation work location. At these meetings, the Business Plan and other agency and employee issues are reviewed.
4. A bi-monthly all-staff newsletter (*Probation Update*) keeps staff apprised of the agency's progress toward meeting Strategic and Business Plan objectives.
5. The department's e-mail system provides an additional "all-staff" communication tool for important Business Plan, budget, and operational goal updates.
6. The department also uses its website (www.oc.ca.gov/probation) as a tool for conveying information to staff, as well as to the general public. An intranet site exclusively for employees and volunteers called *Prob-Net* is also being developed.
7. The department directly ties its Business Plan goals to enhanced employee production and pay incentives through Performance Improvement Program (PIP) plans for non-managers and Management Performance Plans.
8. Copies of Probation's Business Plan are also provided to the Board of Supervisors, the County Executive Officer, the Presiding Judges of each Court, other County departments and agencies, the Juvenile Justice Commission, the Probation Community Action Association, police chiefs, city managers, and many other collaborative partners.

B. STRATEGIC GOALS AND KEY OUTCOME MEASURES

Strategic Goals

The Probation Department's strategic goals are a general means by which the department seeks to implement its mission statement. Below are Probation's five strategic goals, which provide the basis for the agency's service plans outlined in section C:

- Obtain adequate staffing and resources to address the projected administrative and service delivery workload
- Maintain juvenile institutions at their rated capacities and secure additional resources to meet projected bed demand
- Expand the continuum of balanced-approach services for juvenile and adult probationers
- Evaluate ways to improve adult and juvenile victim-related services
- Expand the use of technology to enhance the effectiveness of operations

Key Outcome Measures

The Probation Department in conjunction with the County Executive Office has developed five key outcome measures by which the department can determine how well it is fulfilling its mission. The outcome measures in the pages that follow originate from Probation's Mission Statement, which states that "Probation protects the community by conducting investigations for the court, enforcing court orders, assisting victims, and facilitating the resocialization of offenders." The material is presented in a horizontal format for easier review.

Developing these quantifiable measures reflects the county's trend toward **Results Oriented Government**. The intent is to be more responsive to the public that it serves.

Year 2000 statistics establish a baseline for future tracking. The information presented here in many instances was not previously collected on a departmentwide basis for reporting year-to-year comparisons. Probation researchers are working with information technology staff and our probation officers to make data collection simpler, more effective, and more reliable.

In some cases, it may be necessary to compile statistics for several years in order to set realistic goals for the agency to achieve. Nonetheless, the statistical data presented here represents an important step in improving the agency's accountability and in demonstrating the important role that the Probation Department plays in making Orange County a safer community to live, work, and visit.

KEY OUTCOME MEASURES

1. ADVANCE COMMUNITY PROTECTION

By wearing “two hats” in the course of Probation Department business, staff are responsible for returning adult and juvenile probation violators to the attention of the court, while at the same time aiding in the resocialization of offenders willing to establish law-abiding, productive lives.

As measurements, the department tracks probation violations and the number of probationers who complete their probation periods without committing new crimes or otherwise violating the terms and conditions of probation. In addition, Probation tracks the amount of firearms, other weapons, and illicit drugs that its officers confiscate from law violators and remove from the streets.

As noted in the outcome measures that follow, the department has also begun to measure the number of new violent crimes committed by probationers.

PERFORMANCE MEASURE

RESULTS IN YEAR 2000

Percent of adult probationers completing probation without any new law violation during their supervision period

69% of 3,892 adults terminated formal probation in 2000 without any new law violation during their supervision period.

Percent of juvenile probationers completing probation without any new law violation during their supervision period

Formal: 64% of 2,185 juveniles terminated formal probation in 2000 without any new law violation during their supervision period.
Informal: 91% of 825 juveniles terminated from informal probation without any new law violation during their supervision period.

TARGET FOR 2001

Maintain rate of 60% or better of adults terminating formal probation without any new law violations during their supervision period.

Formal: Maintain rate of 60% or better of juveniles terminating formal probation without any new law violations during their supervision period.

Informal: Maintain rate of 90% or better of juveniles terminating informal probation without any new law violations.

HOW ARE WE DOING?

The finding that nearly 70% of the adults terminating from probation in 2000 did so without committing any new crimes demonstrates the department's success in protecting the community.

These baseline results point to the department's success in protecting the community from further criminal activity by juvenile offenders. As these results showed, nearly all of the lower-risk offenders on informal probation completed their supervision period without subsequent new law violations. Further, a majority of juveniles on formal probation, who generally have more serious offenses and have higher risk behaviors to begin with, did not go on to commit any additional new law crimes during their formal supervision period.

1. ADVANCE COMMUNITY PROTECTION - RESULTS (CONTINUED)

| PERFORMANCE MEASURE | RESULTS IN YEAR 2000 | TARGET FOR 2001 | HOW ARE WE DOING? |
|---|---|--|--|
| Percent of all probationers committing a new violent crime during their supervision period ¹ | <p>ADULT</p> <ul style="list-style-type: none"> • 2.1% of the 3,892 adults terminated from formal probation in 2000 committed a new violent crime during their supervision period. <p>JUVENILE</p> <ul style="list-style-type: none"> • 5.7% of the 2,185 juveniles terminated from formal probation in 2000 committed a new violent crime during their supervision period. | <p>ADULT: Maintain a rate of 5% or less of adult probationers who commit a new violent crime while under formal probation supervision.</p> <p>JUVENILE: Maintain a rate of 10% or less of juvenile probationers who commit a new violent crime while under formal probation supervision.</p> | <p>These results support the success of the department's efforts, along with other law enforcement agencies, in protecting the community from the most violent of criminal acts. Though violent crime statistics show declines occurring both locally and in the state and across the nation, it is reassuring to see such low rates among those who have already entered the criminal justice system to the point that the court has ordered probation supervision.</p> |

¹ Violent crimes as defined by the California Department of Justice include homicide, forcible rape, robbery, assault and kidnapping.

2. CONDUCT INVESTIGATIONS & ENFORCE COURT ORDERS

Deputy Probation Officers produce hundreds of investigative reports each month to assist Orange County judges in making informed decisions that affect the public's safety as well as the potential for offenders to turn their lives around while under supervision.

The Probation Department tracks how many reports its officers produce for the adult and juvenile courts, the nature of those reports, and whether those reports are submitted within required time frames. The agency also tracks how many offenders its deputies supervise at a given time.

The department is committed to maintaining a high level of service in this regard, both in producing quality documents and in producing them in a timely fashion.

PERFORMANCE MEASURE

RESULTS IN YEAR 2000

TARGET FOR 2001

HOW ARE WE DOING?

Percentage of adult and juvenile investigative court reports and court progress reports submitted within filing requirements

ADULT

- **100% of 1,526** investigations and reports were submitted to the Courts within the filing deadlines.

JUVENILE

- **97.3% of 6,589** investigations and reports were submitted to the Courts within the filing deadlines

Maintain on-time completion rates of 95% or better for submitting juvenile and adult investigation and progress reports within the Court filing deadlines

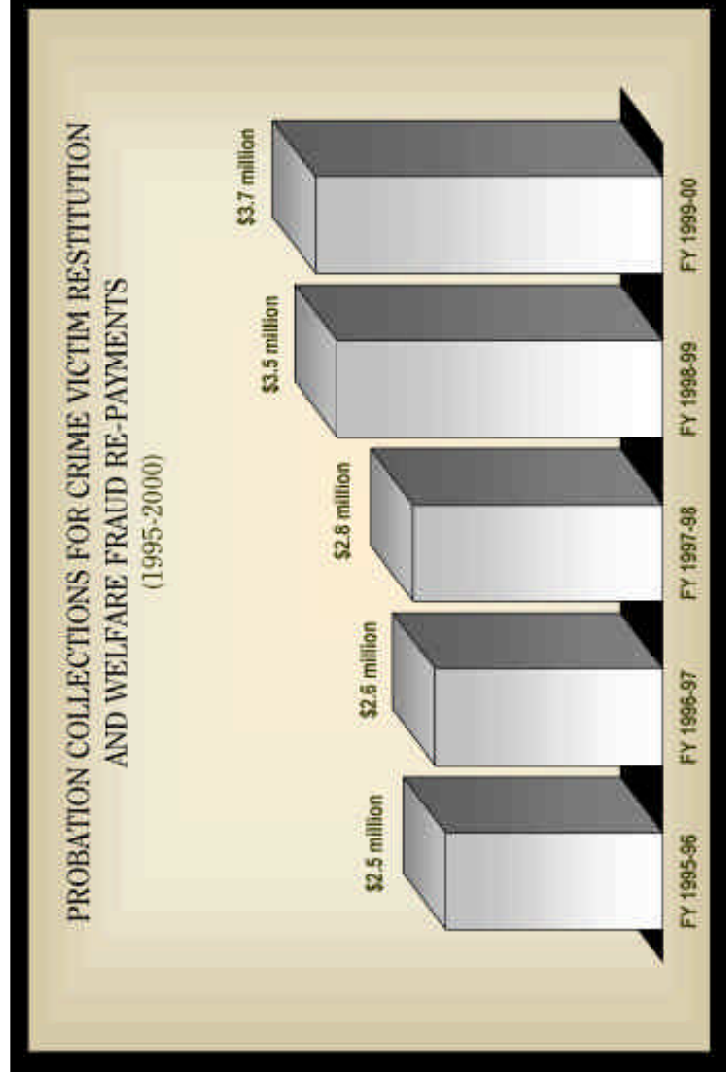
These baseline results provide striking evidence of the department's success in meeting the filing deadlines of the Courts. Informal tracking of this same information in prior years suggests that the present baseline findings are accurate and will be sustained in the future

3. ASSIST VICTIMS

One measurement of victim assistance is the dollar amount of restitution and fines recovered by the department each year from probationers for crime victims. The chart below demonstrates the collections level over the past five fiscal years. Included are welfare fraud repayments, in which the taxpaying public at large is the "victim." In the year 2000, the department began tracking the percentage of court-ordered restitution actually paid by probationers to crime victims. Although financial remuneration does not fully make a crime victim whole, it does help to bring a final resolution to the incident.

As noted below, the Probation Department collects millions of dollars annually to aid victims. However, we are seeking to do more for victims and their families, both by providing support to them and by preventing further crimes against them.

In the year 2000, the department consulted with an expert in the field of victim services, Sharon English, and otherwise researched best practices in the state and nation on how to best serve this important constituency. The department also surveyed its staff members to get an assessment of how effectively victims are served, and began a survey of victim satisfaction with probation services from the victims themselves.



3. ASSIST VICTIMS (CONTINUED)

PERFORMANCE MEASURE

RESULTS IN YEAR 2000

TARGET FOR 2001

HOW ARE WE DOING?

Percentage of court-ordered restitution paid by probationers to crime victims

ADULT: In 2000, 660 adult offender cases with restitution obligations to victims were closed. When closed

- 58% of the cases were closed with the victim "paid in full."
- Adult offenders had paid a total of \$1,477,466 to victims in restitution.

JUVENILE: In 2000, 712 juvenile offender cases with restitution obligations to victims were closed. When closed,

- 83% of the cases were closed with the victim "paid in full."
- Juvenile offenders and their parents had paid \$252,383 to victims in restitution.

Establish appropriate target goals for 2002 based on a second year's comparative data

These baseline results support both Probation's success in this area as well as the ongoing need to improve efforts to help victims obtain financial remuneration for crimes committed against them. The finding for juvenile offenders that over 80% of these cases were closed with the victim having been fully compensated financially is most promising. Though the proportion is not as high for adult offenders, still more than half of these cases were also closed after the victim received full financial restitution.

In many of those cases where the account is closed without the victim being paid in full, it is because the court has terminated probation and vacated the restitution order. For adults in particular, this occurs most often when probation is revoked and the offender is sent to prison. The victim still has the legal right to pursue restitution but the Probation Department is no longer the oversight agency. In those cases where probation is not revoked but the offender is terminated from probation, the department offers to seek a civil judgment for any victim where restitution is still owed.

Ratings of victim satisfaction with the quality and manner in which department services are provided to victims

Surveys were mailed to 3,800 victims representing the two major victim service areas within Probation (victims owed restitution and victims contacted for investigations). Respondents were also given the opportunity to request further information when they returned the survey. The majority of the 501 respondents who had returned completed surveys by late January 2001 reported having contact with Probation staff via letter or telephone. Their responses indicated:

- **52%** were satisfied with the victim services they had received from Probation.
- **30%** expressed dissatisfaction with the services, attributed primarily to the victim's perceived lack of rewarding communication and contact with Probation staff.
- About **45%** requested further information about their case, and Probation staff are now following up on each one of these requests.

- Establish appropriate target goals for 2002 based on a second year's comparative data
- Develop at least three new strategies to address the major concerns of victims

The department's first victim survey generated a 13% response rate, similar to response rates from victim surveys conducted elsewhere both in California and across the U.S. That half of these respondents expressed satisfaction with the victim services they received from Probation is an important and positive finding.

Perhaps as significant, however, are the comments and responses from those victims who were less than satisfied with services but who took the time to complete this survey and express their concerns. The department is already actively responding to more than 200 of these victims individually. This input will greatly assist the department in determining where to focus our expanded efforts to improve victim services over the coming year.

4. RESOCIALIZING ADULT AND JUVENILE PROBATIONERS

Critical to helping offenders become more law-abiding citizens is addressing the problems that may have been factors related to their offense behavior. To assist in this area, probationers are assessed by the probation officers when the offender is first placed on probation and at six-month intervals while on probation. The assessment tools used by the officers were developed and validated in Orange County over a decade ago as part of the implementation of the National Institute of Corrections Risk/Needs Model.

The results of each assessment assist the officer in identifying and prioritizing the offender's needs and to work with the offender to develop an individualized case plan. These Risk/Need assessments form the basis for measuring progress on key resocialization indicators.

| PERFORMANCE MEASURE | | RESULTS IN YEAR 2000 | TARGET FOR 2001 | HOW ARE WE DOING? |
|--|--|--|--|---|
| Percentage of adult probationers employed or in school for five months or more in the past 12 months | | 66% of 8,432 adult probationers under probation supervision in 2000 were employed (or in school) for 5 months or more in the preceding 12 months | Meet or exceed a 60% rate of adult probationers employed or in school for 5 months or more in the past 12 months | The baseline result showing that two-thirds of adult probationers were employed (or in school) for some extended period of time is very positive. For these offenders, being employed is crucial to their ability to progress satisfactorily while on probation. The finding on this measure speaks to the success of both the offender and the probation officer in achieving this goal. |
| Percentage of juvenile probationers consistently attending school | | 55% of 4,750 juvenile probationers under probation supervision in 2000 were attending school regularly without any truancy problems | Meet or exceed a 50% rate of juvenile probationers consistently attending school | The baseline finding that more than half of the juvenile probationers were attending school regularly, while encouraging, shows the need to continue to focus on this area. School problems is one of four major areas identified in Orange County's "8% study" as potential risk factors related to chronic reoffending among juveniles. Poor school attendance can also point to problems in the other major risk areas of family supervision, involvement with delinquent peers, or substance use. Because of its importance, monitoring school attendance and academics will remain a priority in the supervision of juveniles. |

4. RESOCIALIZING ADULT AND JUVENILE PROBATIONERS [ADULTS - CONTINUED]

PERFORMANCE MEASURE

RESULTS IN YEAR 2000

TARGET FOR 2001

HOW ARE WE DOING?

For adults: Degree of improvement in interpersonal functioning abilities and life-skills abilities after one year on probation supervision

1,608 adults were assessed in 2000 after having been on probation for approximately one year. Seven indicators were selected for assessing improvement of functioning abilities as follows:

- Alcohol Use: **54%** of the 796 adults with alcohol problems initially had improved after one year on probation.
- Drug Use: **57%** of the 1,058 adults with drug problems initially had improved after one year on probation.
- Emotional Stability: **47%** of the 735 adults experiencing emotional problems initially had improved after one year on probation.
- Marital/Family Stability: **34%** of the 1,292 adults experiencing marital/family relationship problems initially had improved after one year on probation.
- Positive Companions: **45%** of the 1,328 adults who associated with negative peers initially had more positive peer associations after one year on probation.
- Employment: **55%** of the 1,090 adults with employment problems initially had improved after one year on probation.
- Academic/Vocational: **47%** of the 606 adults with academic/vocational problems initially had improved after one year on probation.

Maintain or exceed improvement rates similar to 2000 baseline rates

These baseline results revealed that a substantial proportion of offenders who began their probation supervision with problems in one or more of these areas had shown improvement after a year under probation supervision. Satisfactory progress in many of these areas is crucial for the offender to stabilize his or her life and ultimately become a law-abiding, contributing member of society.

Certainly much of the credit for the improvements documented in these results must go to the offenders themselves. However, probation officers contribute to this success through their efforts as well by referring offenders to community resources for help, closely monitoring their progress, and guiding offenders in a positive direction.

4. RESOCIALIZING ADULT AND JUVENILE PROBATIONERS (JUVENILES)

PERFORMANCE MEASURE

For juveniles: Degree of improvement in interpersonal functioning abilities and life-skills abilities after one year on probation supervision

RESULTS IN YEAR 2000

- 890 juveniles were assessed in 2000 after having been on probation for one year. Eight indicators were selected for assessing improvement of functioning abilities as follows:
- Alcohol Use: **42%** of the 446 juveniles with alcohol problems initially had improved after one year on probation.
 - Drug Use: **38%** of the 495 juveniles with drug problems initially had improved after one year on probation.
 - Emotional Stability: **33%** of the 555 juveniles experiencing emotional problems initially had improved after one year on probation.
 - Family Stability: **30%** of the 743 juveniles in unstable family situations initially showed improvement in family stability after one year on probation.
 - Gang Association: **17%** of the 240 juveniles involved with gangs initially had no known gang involvement after one year on probation.
 - Positive Leisure Activities: **14%** of the 811 juveniles with no positive leisure activities initially had positive leisure activities after one year on probation.
 - Academic/Grade Level: **41%** of the 585 juveniles performing below grade level initially had improved and were performing at or above grade level after one year on probation.
 - School Discipline: **59%** of the 643 juveniles with school problems initially had improved after one year on probation.

TARGET FOR 2001

Maintain or exceed improvement rates similar to 2000 baseline rates.

HOW ARE WE DOING?

These baseline results revealed that a sizeable proportion of juvenile offenders who began their probation supervision with problems had improved on many fronts after a year on probation. The results also point to two areas, building positive peer associations and developing constructive leisure time alternatives, where juveniles may need more external help from their probation officer and others to change their behavior.

Satisfactory progress in all of these areas is crucial for the offender to stabilize his or her life and ultimately become a law-abiding, contributing member of society. Certainly much of the credit for any improvements documented in these results must go to the offenders themselves. Probation officers contribute to this success as well through their efforts, most important of which is providing an additional level of supervision, structure and support to the youthful offender and his/her family.

5. SUPPORTING OUR EMPLOYEE WORKFORCE

While not directly referenced in the department's Mission Statement, Probation employees are the key to delivering services that successfully protect the public while aiding crime victims. Department managers are committed to the principles of Enlightened Leadership and embrace the Performance Incentive Program for employees. In addition, the department has successfully resolved 25 workplace issues through its Labor Management Committee (LMC) since the group was established in February 1999.

The Probation Department in October 2000 conducted a 33-question employee satisfaction survey of its 1,500-member work force. Approximately 50 percent responded. The goal was to identify organizational strengths and employee concerns that need to be addressed.

PERFORMANCE MEASURE

RESULTS IN YEAR 2000

Results of a survey of Probation Department employees

- A total of 764 employees, or slightly more than half of the approximately 1500 employees in the department, responded to the employee survey.
- Of those responding,
- **73%** were satisfied with the department as their employer.
 - **79%** indicated they enjoyed their current job.
 - **83%** believe the department's mission and goals have been clearly communicated to them.
- Two areas that employees expressed concerns about were:
- Limited opportunities for employees to contribute to departmental planning.
 - Negative perception of departmental career opportunities and the promotion process.

TARGET FOR 2001

- Maintain or exceed the high levels of employee satisfaction overall.
- Develop two strategies to address the major concerns of the employees.

HOW ARE WE DOING?

The results of this first formal survey of Probation employees were very encouraging. The positive findings here provide confirmation that employees are generally satisfied with the Probation Department and with their jobs.

Though no one area stood out where employees expressed significant dissatisfaction, the employees' responses and additional comments to the open-ended survey questions will be valuable to the department's current efforts to address employee concerns. The long-term goal is to improve employee satisfaction and morale.

C. 2001 SERVICE PLANS

STRATEGIC GOAL #1

To obtain adequate staffing to address the projected administrative and service delivery workload of the Probation Department

PLANNED ACTIVITIES

1.1 Pursue revenue opportunities consistent with strategic goals and Business Plan objectives

- Maintain overall funding at or above FY 00-01 level
- Assist the Youth and Family Employment Resource Center consortium with obtaining funding for employment and supportive services beginning in 2001
- Pursue grant funding for additional specialized adult probationer caseloads (e.g., domestic violence cases and high-risk young adults)
- Pursue the continuation of AB 1913 funding from the state Legislature, which is providing nearly \$10 million for juvenile justice programs in Orange County in 2001 and 2002

1.2 Address the staffing needs presented by the passage of Proposition 36 in November, which requires probation supervision and mandatory drug treatment in lieu of jail for nonviolent drug offenders as of July 2001

- Work with other Orange County criminal justice agencies in evaluating the impact of Proposition 36 on Orange County
- Identify resource needs for the Board of Supervisors
- Support legislation to obtain funding to meet the requirements of Proposition 36

1.3 *Recruit, train and hire qualified sworn and non-sworn staff, volunteers, interns and mentors*

- Maintain an average vacancy rate of less than 4%
- Initiate an aggressive plan to recruit, hire, and train Deputy Probation Officers, Deputy Probation Counselors, Supervising Probation Officers, and non-sworn professional and support staff for AB 1913 and Proposition 36 needs
- Provide new employee training and job-specific training for all staff within 90 days of their hire date
- Maintain a cadre of 500 Volunteers in Probation and Volunteer Probation Officers, including 20-30 new college interns each semester, and conduct at least one new Volunteer Probation Officer training class each year

1.4 *Develop and enhance existing collaboratives and develop new public/ private partnerships consistent with strategic goals and Business Plan objectives.*

- Extend collaborative efforts into additional unincorporated “county island” communities
- Develop and strengthen the existing Juvenile Drug Court collaborative to include a broader range of potential direct service providers
- Support and improve the Multi-agency Management team for Youth and Family Resource Centers and individual Youth & Family Resource Center site collaboratives to expand the range of activities provided for at-risk youth and their families

STRATEGIC GOAL #2

*Maintain juvenile institutions at their rated capacities
and seek additional resources to meet current and
projected bed demand needs*

PLANNED ACTIVITIES

2.1 *Continue the institutional population management project, including the use of alternate programs.*

- Maintain the incidence of facility overcrowding at or below the year 2000 level

2.2 *Pursue funding to incrementally increase the number of juvenile beds.*

- Continue to pursue final resolution of the federal Special Use Permit issue involving the Los Pinos Conservation Camp in the Cleveland National Forest so that the Probation Department can be guaranteed ongoing usage of the juvenile treatment facility
- Increase capacity of the Los Pinos Conservation Camp by 32 beds by December 31, 2001
- Continue to work toward establishing a Youth Leadership Academy at Rancho Potrero near Trabuco Canyon in cooperation with the Board of Supervisors and the state Board of Corrections
- Continue to pursue siting and funding opportunities for a South County Juvenile Hall
- Develop a strategy to guarantee the long-term use of the 40-bed Juvenile Hall Annex in Santa Ana beyond the current two-year lease agreements
- Seek funding from the state to expand the Youth Guidance Center by 25 beds

STRATEGIC GOAL #3

*Expand the continuum of balanced approach services
for juvenile and adult probationers*

PLANNED ACTIVITIES

3.1 *Expand the continuum of juvenile services*

- Expand gang prevention and other youth development programs for up to seven unincorporated “County Islands” as directed by the Board of Supervisors
- Monitor the effectiveness of the two new Challenge II grant-funded projects for Residential Independent Living and Respite Care/Family Conflict resolution
- Successfully complete the current Juvenile Drug Court pilot and incorporate lessons learned into the design for an enhanced program model
- Use funding provided by AB 1913 to expand the array of juvenile programming and services, from prevention through incarceration

3.2 *Pursue expanded adult caseload specialization*

- Continue with efforts for implementing a specialized domestic violence unit begun in the fall of 2000, meanwhile evaluating the need for additional supportive services to improve treatment for batterers and to further protect their victims

3.3 *Pursue alternatives to state and local incarceration of adult offenders in association with the Orange County Sheriff, Courts, the Health Care Agency and County Executive Office*

- Continue to develop and evaluate the grant-funded adult mentally ill offender service continuum
- Initiate a new Request-for-Proposals for a 50- to 100-bed work furlough facility
- Implement the requirements of Proposition 36, which requires that, as of July 1, 2001, nonviolent drug offenders be placed on formal probation supervision and enrolled into drug treatment

3.4 *Increase the specialization, expertise, and mobility of the Special Operations and Supervision Division*

- Consolidate all specialized adult caseloads in the Special Operations Division
- Divide the Special Enforcement Unit into two smaller and more mobile units
- Create a forensic computer lab to counteract Internet-related crime

STRATEGIC GOAL #4

Evaluate ways to improve adult and juvenile victim-related services

PLANNED ACTIVITIES

4.1 *Improve, enhance, and expand victim assistance services*

- Prioritize needs for service delivery enhancement
- Expand the department's outreach and service delivery to victims
- Improve victim satisfaction with probation services
- Increase staff awareness, knowledge and sensitivity regarding crime victims

STRATEGIC GOAL #5

Expand technology to enhance the effectiveness of operations

PLANNED ACTIVITIES

5.1 *Continue automation technology planning*

- Continue to implement Digital Voice Dictation technology to assist in producing the numerous reports associated with Probation investigation and case supervision
- In association with the County Executive Office, participate in the Human Resources Document Imaging Project
- Research the feasibility of using palm devices or portable computers to replace the existing probation officer manual fieldbook with an automated version that interfaces with the Case Management System (CMS)
- Plan for the automation of new adult probation cases to replace a manual, time-consuming and paper-intensive process with an integrated system beginning in regional courthouses and featuring on-line photos, investigative tools, and case tracking
- Institute a disaster recovery plan to ensure that the data and services provided by the department's AS/400 computer and NT Servers continue to meet department needs in the event of a major disaster to Probation's headquarters or data communications network
- Develop a mechanism to set priorities among major information technology projects, in order to gain the maximum benefit to the agency from available resources

5.2 *Continue the rollout of automation and other technology improvements*

- Complete the implementation of Phase I of the Institutions Management System in the spring of 2001 and begin Phase II, which will include automating logs, room checks, facility management, incident reports, and the Juvenile Court Work Program, as well as tracking detention hearings
- Continue the Probation Financial Systems software development with new “Revenue Plus” software that will increase collections for victim restitution, court fines, fees, and judgments
- Enhance the capability to meet the mandated statistical reporting requirements of the California Department of Justice for Juvenile Court and Probation disposition data
- Develop a Probation “Intranet” portal for Probation employees, providing a standard means for launching business-related software, easy access to telephone directories and policy manuals, and a simple means of posting departmentwide notices
- Pursue funds to begin automating the intake process for new adult probation cases to replace a manual, time-consuming and paper-intensive process with an integrated system beginning in regional courthouses and featuring on-line photos and case tracking
- Continue to “web enable” software applications used by the agency to improve data sharing, Internet and Intranet access, and reduce the cost to support and maintain department computers
- Continue working with other local city and county law enforcement agencies to share data through the Orange County Integrated Law and Justice Strategic Planning Project
- Continue to upgrade and replace desktop and laptop computers, printers and network hardware devices as needed
- Prepare for the case-tracking automation requirements to support Proposition 21, regarding juvenile cases that are tried as adults
- Prepare for the impact on our AS/400-based Case Management System of adding potentially thousands of new cases resulting from Proposition 36

D. “CLOSING THE GAP” AND BUSINESS PLAN CHALLENGES

Closing the Gap

The County of Orange expects to face a tight budget in the 2005-06 fiscal year. Each county department and agency has been asked to assist in “closing the gap” between anticipated revenue and projected costs of operating county government through cutting expenses, increasing efficiency, updating fees, and identifying new sources of revenue.

Below are a series of actions that the Orange County Probation Department plans to undertake in 2001 to help address this long-range shortfall:

- Develop a questionnaire through its Labor Management Committee to solicit input from all staff seeking suggestions to reduce costs or increase revenues
- When executive and administrative managers meet in Strategic Planning to develop a five-year plan for the agency, consider the effectiveness of various programs used by the department and whether any could be curtailed or eliminated
- Continue to pursue new revenue sources and develop strategies to protect the revenue sources already in place, including adequate funding to support the drug treatment and supervision requirements of Proposition 36 and seeking to retain the funding for juvenile services instituted under AB 1913

Business Plan Challenges

The challenges the Probation Department expects to face in executing the 2001 Business Plan include:

- The potential for a major expansion of the department's workload from the enactment of Proposition 36, which could result in thousands of new formal probation cases for our officers to supervise after July 1, 2001, plus additional drug treatment programs to monitor
- The difficulty of getting nearly \$10 million worth of new juvenile crime programs on-line as soon as possible under AB 1913, with the caveat that funding is not guaranteed beyond June 30, 2002
- Shifts in crime trends and demographics influencing the demand for probation services
- The constant need to mitigate institutional overcrowding and juvenile population management, maintain facilities and equipment, and work to meet future bed demand needs via facility siting and construction efforts such as: Los Pinos retention and expansion, Rancho Potrero Leadership Academy construction, and site search efforts for a South County Juvenile Hall
- Identifying funding and viable strategies for bringing the Probation Department's juvenile institutions into compliance with the American Disabilities Act requirements
- The need to sustain, enhance and expand collaborative efforts that improve and strengthen the continuum of graduated sanctions and intervention services for adult and juvenile probationers and their families
- The ongoing need to recruit, hire and train qualified sworn and professional personnel, volunteers, mentors and interns, and to develop, motivate and appropriately compensate all employees as they strive for excellence in their work products
- Staying abreast of advances in automation and other technology to improve staff efficiency and effectiveness
- Working with the U.S. Forest Service and Department of Agriculture to renew the Special Use Permit which has allowed the Los Pinos Conservation Camp to be operated at a former Job Corps site within the Cleveland National Forest for the past 30 years
- The need to more effectively market Probation Department activities both to our clientele and to our employees, to gain broader support for our mission and services within and outside the department

APPENDIX

ORANGE COUNTY PROBATION DEPARTMENT ORGANIZATIONAL CHART

Appendix 1

CHIEF PROBATION OFFICER

Stephanie Lewis

**CHIEF DEPUTY PROBATION OFFICER
INSTITUTIONAL SERVICES**

Tom Wright

JUVENILE HALL - DIVISIONS II, IV & VI
Director - Dallas Stahr

High Security Detention Units, Institutional Security,
Juvenile modules at Orange County Jail
and Santa Ana Jail, Juvenile Hall Annex

JUVENILE HALL - DIVISIONS I, III & V

Director - Monica Gallagher

Detention Units,
Accountability Commitment Program,
Juvenile Court Work Program, Transportation

LOS PINOS CONSERVATION CAMP

Director - John Nigro

Non-secure residential housing - boys

YOUTH GUIDANCE CENTER

Director - Kathy Goto

Breakthrough Program, ASERT Program
Non-secure residential housing - co-ed

JOPLIN YOUTH CENTER

Director - Joe Salcido

Non-secure residential housing - boys

**CHIEF DEPUTY PROBATION OFFICER
FIELD SERVICES**

John Bowater

ADULT SUPERVISION DIVISION

Director - Connie Havens

Adult field supervision,
Drug Court, Mentally Ill Offenders

JUVENILE SUPERVISION DIVISIONS

Director - Don Cullen

North, West, Central, and
South County Field Supervision and Placement

ADULT COURT DIVISION

Director - Mack Jenkins

Courtesy Supervision, Interstate Transfers, Investigation,
County Parole, Child Support, Supervision, Resident
Probation Officers, Adult Intake and Assessment

JUVENILE COURT DIVISION

Director - Greg Ronald

Investigation, Custody and Noncustody Intake,
Juvenile Administrative cases, Diversion programs,
Juvenile Court Officers

COMMUNITY PROGRAMS DIVISION

Director - Jeff Corp

8% Early Intervention Programs
Youth & Family Resource Centers

**CHIEF DEPUTY PROBATION OFFICER
SPECIAL SERVICES**

Colleene Preciado

ADMINISTRATIVE & FISCAL DIVISION
(Director position vacant)

Accounting, Collections, Facility Operations,
Purchasing, Records, Payroll, Budget,
Property Control, Clerical, Contracts

PROGRAM SUPPORT & RESEARCH DIVISION

Director - Al Lindeman

Program Support, Research,
Public Information, Legislation, Grants

DATA SYSTEMS DIVISION

Director - Dan Burtt

Software Development, Network Operations,
AS/400 Computer Operations, PC Support

ALTERNATIVES DIVISION

Director - Bill Daniel

K-9 Narcotics Detection, Special Enforcement,
Gang Violence Suppression, Electronic Confinement,
County Islands project, Sex Offender supervision,
Domestic Violence supervision

HUMAN RESOURCES & TRAINING DIVISION

Director - Donna Inouye

Recruitment, Background Investigations,
Employee Relations, Classification, Training,
Volunteer Services, Subpoena Processing

YEAR 2000 ACCOMPLISHMENTS

PERFORMANCE OBJECTIVES AND STRATEGIES

#1

To obtain adequate staffing to address the projected administrative and service delivery workload of the Probation Department

1.1 Pursue revenue to maintain Probation Department operations.

- Funding was increased over the FY 99-00 level, topping \$100 million for the first time in department history. The Orange County Board of Supervisors supported a \$7.4 million increase in general fund revenue for the Probation Department. These funds were primarily aimed at providing cost-of-living adjustments for Probation employees, to fund continued specialized services for unincorporated “county islands,” to fund a 32-bed expansion of the Los Pinos Conservation Camp, and to establish a specialized unit of deputy probation officers to supervise domestic violence cases.

1.2 Pursue new revenue opportunities consistent with Strategic Goals and Business Plan objectives.

- The state Legislature made a major commitment in August 2000 toward promoting proven juvenile justice programs by enacting AB 1913. The Probation Department worked with the Orange County Juvenile Justice Coordinating Council, the Board of Supervisors, and the state Board of Corrections on a program plan to use these funds wisely to reduce juvenile crime in Orange County. This new funding source will more than make up for the expiration of the “Challenge I” grant program for high-risk juvenile offenders in 2001.
- The Board of Supervisors has made the development of the Youth and Family Employment Resource Center a strategic priority for the County of Orange. Architectural design and construction has been funded for this year, and can begin as soon as the County receives permission from the U.S. Navy to move onto the property.
- The department was unable to identify grant funding for additional specialized adult probationer caseloads (e.g., domestic violence cases and high-risk young adults).

1.3 *Recruit, train and hire qualified sworn and non-sworn staff, volunteers, interns and mentors.*

- The department's vacancy rate is 5.8%, above its 2000 goal of 4%, due largely to the addition of new positions at the beginning of the FY 2000-01 fiscal year.
- A 16-hour new employee orientation training was developed and put in place for all staff beginning in October 2000.
- Job-specific training for all staff is being provided within 90 days of their hire date in accordance with the job specifications. New supervisors have been instructed to provide desk manuals, coaching and training with mentors.
- The department maintained a cadre of 500 Volunteers in Probation and Volunteer Probation Officers, including 20 to 30 new college interns per semester. However, primarily because of the length of time required to do background checks, the agency has struggled to get potential new Volunteer Probation Officers and Volunteer Mentors on board.

1.4 *Conduct quarterly membership lunches for the Probation Community Action Association (PCAA) and/or other new member recruitment activities.*

- The department assisted PCAA by coordinating two well-attended membership luncheons and an "Adopt-a-Family" swing dance fund-raiser, as directed by the Board of Directors.
- The number of dues-paying PCAA members was increased by 10% in the year 2000.

1.5 *Develop and enhance existing collaboratives and develop new public/private partnerships consistent with Strategic Goals and Business Plan objectives.*

- The department expanded County Island collaborative efforts, adding services to the unincorporated communities of Colonia Independencia (by Anaheim) and Midway City (by Westminster).
- The Juvenile Drug Court collaborative was expanded to include Aspen Community Services and other direct service providers.
- In the past year, the department expanded the range of activities provided for participating youth and families at Youth and Family Resource Centers through partnerships with the Social Services Agency, Families and Communities Together (FaCT), Project Connections through the Orangewood Children's Foundation, and the Orange County Children and Families Commission (Proposition 10).

#2

Maintain juvenile institutions at their rated capacities and seek additional resources to meet current and projected bed demand needs

2.1 *Continue the institutional population management project, including the use of alternate programs.*

- The department has been unable to maintain the incidence of facility overcrowding at or below the 1999 level. Juvenile Hall was at or above its state-rated capacity of 434 beds 75% of the time in the year 2000, compared to 36% of the time in 1999. This is in large part due to a California appellate court ruling (*People v. Jose H.*) that requires that 18-year-old offenders who are wards of the Juvenile Court be housed in a juvenile institution instead of an adult jail.

2.2 *Pursue funding to incrementally increase the number of juvenile beds.*

- While funding has been available to increase the capacity of the Los Pinos Conservation Camp by 32 beds, the U.S. Forest Service has forbidden it while the issue of the camp's Special Use Permit remains unresolved. With the Special Use Permit expiring on December 31, 2001, that issue remains a top priority for the department.
- The department continued to make progress toward establishing a Youth Leadership Academy at Rancho Potrero near Trabuco Canyon. The draft Environmental Impact Report on the project was distributed in November 2000 and funds authorized to improve Rose Canyon Road to the site and begin design work on an alternate road.
- The department continues to pursue siting and funding for a South County Juvenile Hall. In August 2000, the Board of Supervisors rated the project as one of the County of Orange's top 10 priorities for the year 2000.

#3

***Expand the continuum of balanced approach services
for juvenile and adult probationers***

3.1 *Expand the continuum of juvenile services.*

- The department has worked with CSP, Inc. to provide gang prevention and other youth development programs for four County unincorporated “islands” – El Modena, La Colonia Independencia, Midway City, and pockets within southwest Anaheim.
- The two approved Challenge II grant-funded projects for Residential Independent Living and Respite Care/Family Conflict resolution were begun in the year 2000 at sites in Fullerton and Tustin respectively.
- The current Juvenile Drug Court pilot continues into the spring of 2001 and the program will be expanded with funding from AB1913. Lessons learned from the pilot program will be integrated into the design for an enhanced program model.

3.2 *Pursue expanded adult caseload specialization.*

- The department began specialized domestic violence caseloads and organized them into a separate unit in the fall of 2000, and is now evaluating the need for additional supportive services for batterers and their victims.
- The department received SB 1485 grant funding to support the “IMPACT” program for mentally ill offenders.
- The department deployed staff to support Superior Court in expanding Drug Court caseloads.

3.3 *Pursue alternatives to state and local incarceration of adult offenders in association with the Orange County Sheriff, Courts and County Executive Office.*

- The grant-funded adult mentally ill offender service program and special service unit was developed in 1999 and 2000, and is being evaluated.
- The program provider selected to provide a Work Furlough facility was unable to provide a site suitable to the County of Orange. The Probation Department is now working with the secondary provider authorized by the Board to find a suitable site.

#4

Evaluate ways to improve adult and juvenile victim-related services

4.1 *Contract with a qualified consultant to assist the department with evaluating the existing victim assistance services and identifying needs to improve, enhance, and expand the existing service continuum.*

- In the spring of 2000, the department hired a recognized expert in the field of victim services, Sharon English, as a consultant to assist the department in identifying means to improve its services to victims. She had formerly served as the deputy director in charge of victim services for the California Youth Authority.
- A Victim Services Strategic Planning Group was formed within the agency. Working with Ms. English, the group produced a report in the summer of 2000 with recommendations and action plans for improving victim services. Currently, the department is surveying crime victims to learn how effective Probation services are for victims and how better to provide services to this critical and often overlooked constituency.

#5

Evaluate ways to improve the marketing of probation services and service philosophy to our employees and the community

5.1 *Contract with a qualified consultant to assist the department with establishing appropriate goals for internal and external marketing efforts, identifying viable strategies, and developing performance indicators for CY 2001.*

- The Probation Department in November 2000 contracted with a private public relations and marketing specialist to assist the agency in evaluating its internal and external marketing needs and to prepare a public relations and marketing plan for 2001. The document was completed in February 2001 and is being evaluated by Probation's Top Management.

#6

Expand technology to enhance the effectiveness of operations

6.1 Continue automation technology planning

A number of technological advancements are underway that are helping the Probation Department improve the way it conducts its business. Among them:

- Replacing an internal e-mail system with Internet-based Microsoft Outlook e-mail, which allows more than 1,000 employees to exchange messages and files not only with other staff members, but with other County of Orange employees and in fact with anyone worldwide with Internet access and an e-mail address
- Developing its Institutions Management System software, due to go on-line in the spring of 2001, which will integrate Probation's juvenile institutions into one easy-to-use system and improve our ability to track juvenile offenders in custody
- Researching the feasibility of replacing the manual field books used by officers to track their probationers with an automated system using a palm device or laptop computer
- Working with the County Executive Office on the Human Resources Document Imaging Project, which will reduce paper storage of documents and ease retrieval
- Continuing to implement Digital Voice Dictation technology to assist in producing the hundreds of reports required monthly for case supervision and to assist the court
- Enhancing the department's ability to produce statistical data required by the California Department of Justice
- Continuing to work with our justice system partners on the development of the 800 megahertz radio system
- Continuing to develop our "Collections Tools" project to improve the collection of restitution, judgments, and court-ordered fines from probationers

PROFILE OF ACTIVE SUPERVISION PROBATIONERS

(SEPTEMBER 30, 2000)

Appendix 3

| | Juveniles (N=2,853) | Adults (N=6,874) |
|---|---------------------|------------------|
| GENDER | | |
| Male | 85% | 79% |
| Female | 15% | 21% |
| ETHNICITY | | |
| White | 34% | 56% |
| Hispanic | 51% | 32% |
| Asian | 7% | 3% |
| Black | 4% | 4% |
| Other | 4% | 2% |
| Pacific Islander | — | 1% |
| Indo-Chinese | — | 2% |
| AGE AT INITIAL PROBATION ASSESSMENT | | |
| 15 and younger | 52% | — |
| 16-17 years | 41% | — |
| 18-21 years | 7% | 18% |
| 22-25 years | — | 13% |
| 26-30 years | — | 16% |
| 31-40 years | — | 34% |
| 41 years and older | — | 19% |
| SUBSTANCE ABUSE (DRUGS OR ALCOHOL) | | |
| No Problem | 34% | 19% |
| Occasional to Frequent Abuse of one or both | 66% | 81% |
| INITIAL CASE CLASSIFICATION | | |
| High | 63% | 74% |
| Medium | 30% | 25% |
| Low | 7% | 1% |
| GANG AFFILIATED (JUVENILES ONLY) | | |
| Yes | 37% | — |
| No | 63% | — |
| CURRENT SUPERVISION REGION | | |
| North | 27% | 21% |
| South | 21% | 8% |
| West | 18% | 23% |
| Central | 18% | 14% |
| Specialized (Gang Viol. Suppression, Placement, Breakthrough) | 16% | 3% |
| Courtesy Supervision/Assessment | — | 31% |
| INITIAL SUSTAINED OFFENSE | | |
| Felony | 38% | 91% |
| Misdemeanor | 62% | 9% |
| INITIAL SUSTAINED OFFENSE (TYPE) | | |
| Felony: | | |
| Person (e.g., robbery, assault) | 12% | 22% |
| Property (e.g., burglary, theft) | 17% | 15% |
| Drug | 5% | 48% |
| Other | 4% | 7% |
| Misdemeanor: | | |
| Person | 16% | 5% |
| Property | 33% | 1% |
| Drug | 4% | 1% |
| Other | 9% | 1% |

Source: NIC Profile/Outcome Database, Orange County Probation Research Department, December 2000

Probation's Involvement in the Orange County Criminal Justice System

Arrest | Detention | Prosecution | Adjudication | Sentencing | Community Corrections

